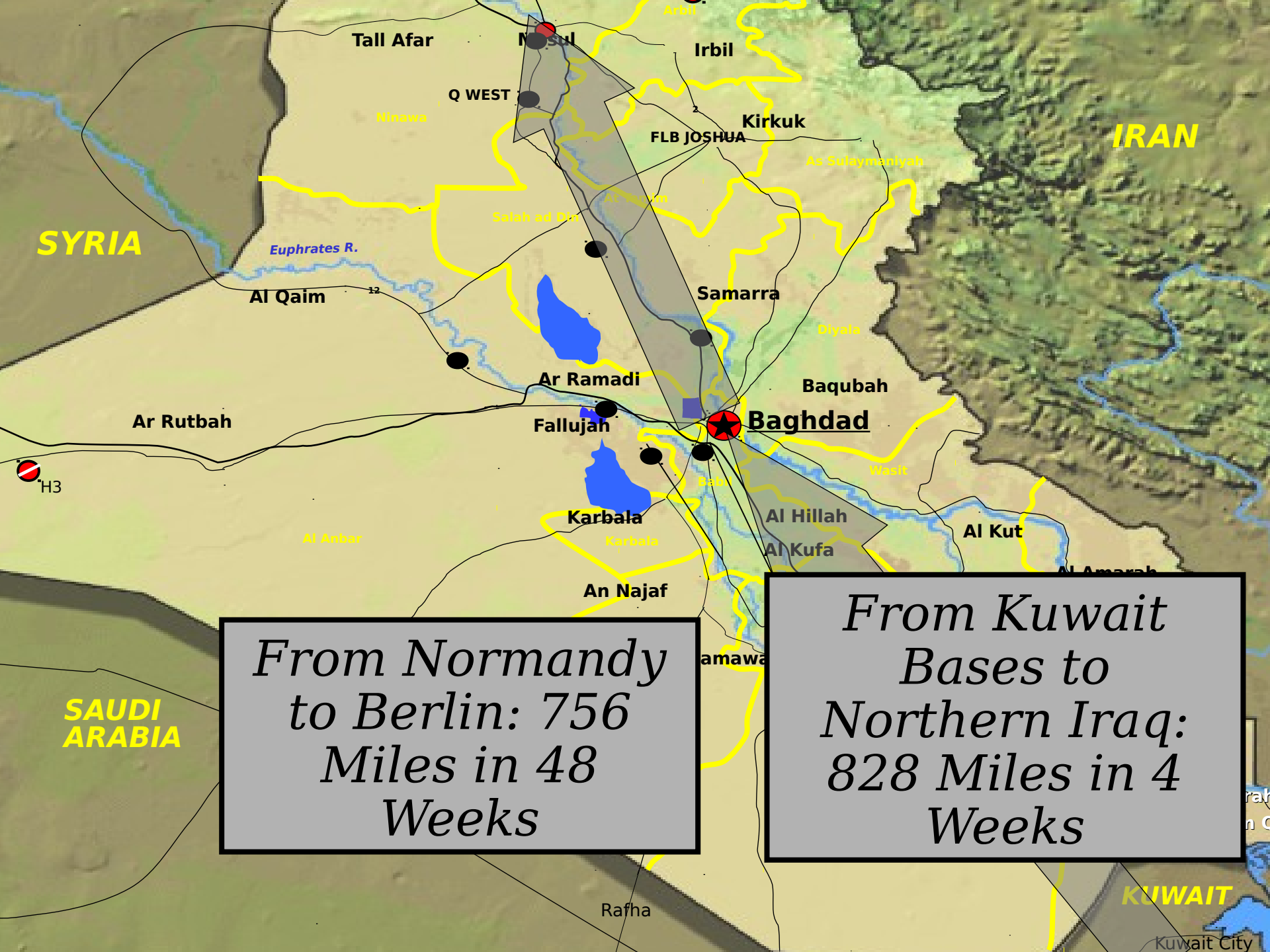
# Operation Iraqi Freed

## *Logistics Overview*

***BG Charlie Fletcher***
***Army Deputy G-4***
***24 Jan 2004***


Tall Afar
Mosul
Irbil
Q WEST
Ninawa
Kirkuk
FLB JOSHUA
IRAN
As Sulaymaniyah
Salah ad Din
SYRIA
Euphrates R.
Al Qaim
Samarra
Diyala
Ar Ramadi
Baqubah
Ar Rutbah
Fallujah
Baghdad
H3
Wasit
Karbala
Al Hillah
Al Kut
Al Anbar
Karbala
Al Kufa
An Najaf
SAUDI ARABIA
KUWAIT
Rafha
Kuwait City
From Normandy to Berlin: 756 Miles in 48 Weeks
From Kuwait Bases to Northern Iraq: 828 Miles in 4 Weeks

# First Step: Baghdad

"Do not take the first step
without considering the last."

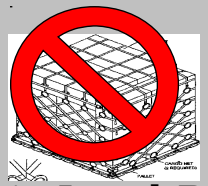
# Integrating Systems & Technologies

## What To Identify  How To Identify  Enablers

Line Haul

Flat Rack

Container



Air Load Pallet

RF Tag

Interrogator/

gin/Enroute

Origin

Some Processes Don't Work Due to Technology…

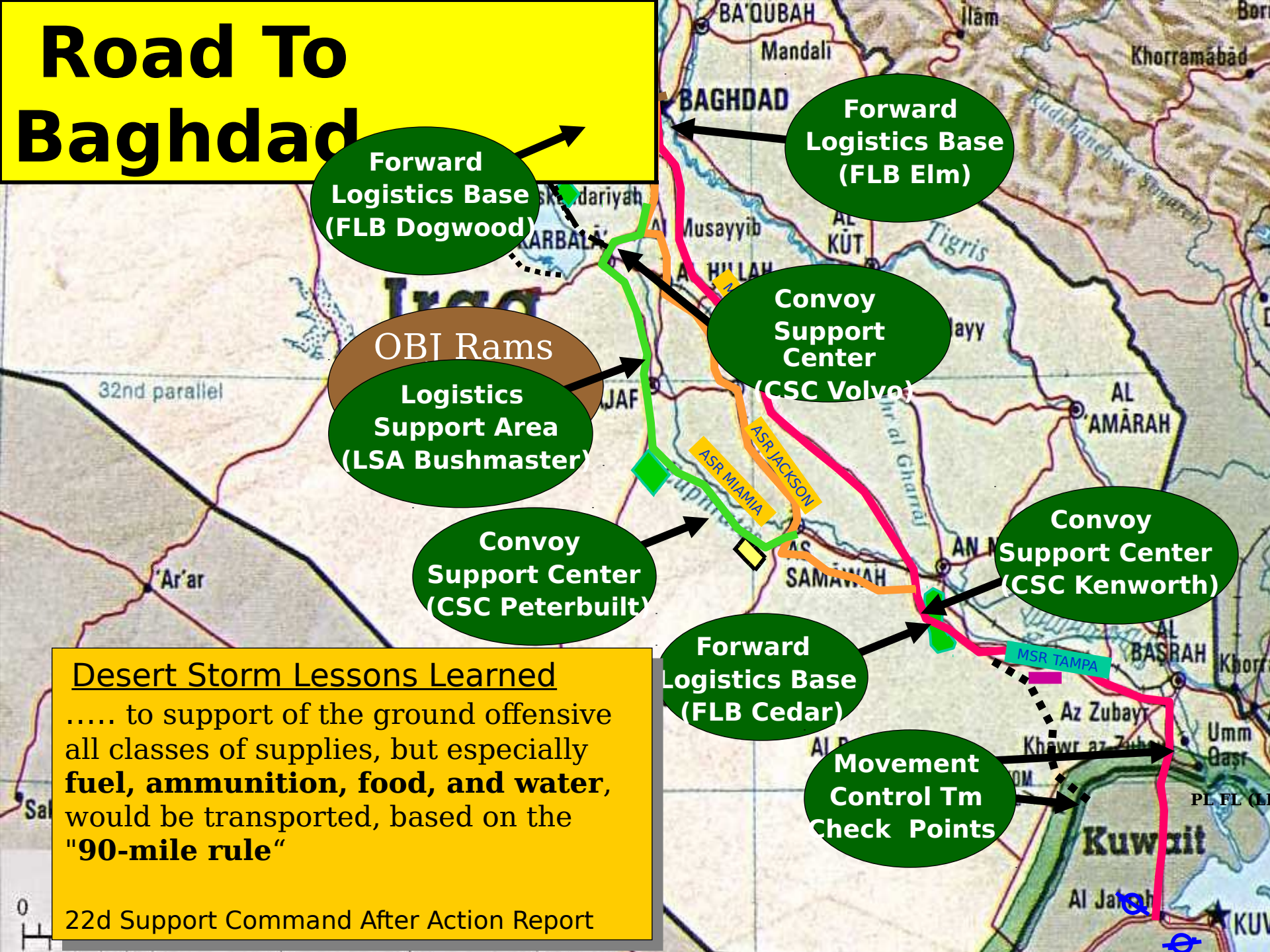
…..More Often They Don't Work Due to Discipline !

…..We Suffered Both !

**POINT:** ITV Depends Upon Accurate Tagging!

# Road to Baghdad

# Road To Baghdad




## Desert Storm Lessons Learned

….. to support of the ground offensive all classes of supplies, but especially **fuel, ammunition, food, and water**, would be transported, based on the "**90-mile rule**"

22d Support Command After Action Report

Road To Baghdad
OBJ Rams
Logistics Support Area (LSA Bushmaster)
Forward Logistics Base (FLB Cedar)
Convoy Support Center (CSC Kenworth)
Movement Control Tm Check Points
MSR MOBILE
MSR TAMPA
ASR JACKSON
ASR MIAMIA
MSR TAMPA
Ar Ruṭbah
AR RAMĀDĪ
Al Ḥabbāniyah
Buḥayrat al Ḥabbānīyah
KARBALĀ'
Al Musayyib
AL KŪT
Tigris
Al Ḥayy
AL 'AMĀRAH
Nahr al Gharraf
'Ar'ar
Sakākah
As Salm
AL BAṢRAH
Az Zubayr
Umm Qaṣr
Kuwait
32nd parallel
SCALE 1:6,430,000
0 50 100 150 200 Kilometers

# Road To Bagh

We Are Now "Off Plan"
For Movement & Sustainment.....
.....Way Off Plan!

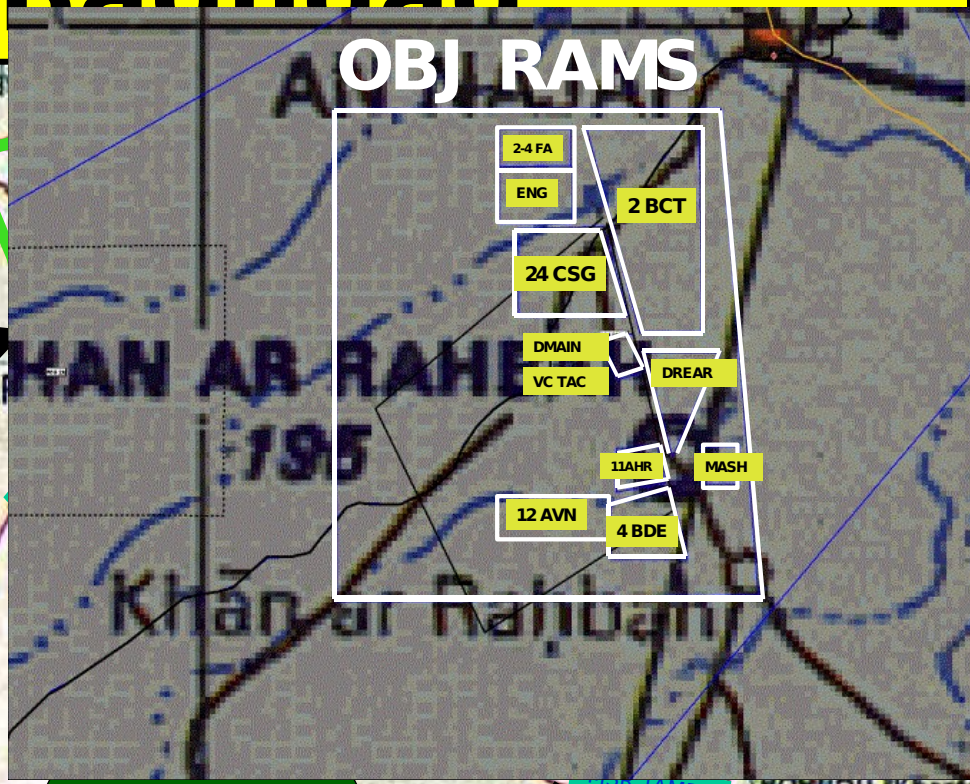
ASR Boston
Not 1st Choice, Now Only Choice



SCALE 1:6,430,000
0 50 100 150 200 Kilometers

Amid the turmoil and tumult of battle, there may be seeming disorder and yet no real disorder at all.
Sun Tsu

# Road To Baghdad




OBJ Rams

Logistics Support Area (LSA Bushmaster)

Logistics Base (FLB Cedar)

Movement Control Tm Check Points

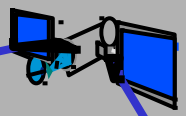
'Akāshāt
AR RAMĀDĪ
Al Fallūjah
Ar Ruṭbah
MSR MOBILE
Al Ḥabbāniyah
Buḥayrat al Ḥabbānīyah
Bahr al Milḥ
KARBALĀ'
Iraq
32nd parallel
'Ar'ar
As Salmān
Sakākah
MSR TAMPA
Az Zubayr
Khawr az Zubayr
Umm Qaṣr
Kuwait
Al Jahrah
SCALE 1:6,430,000
0 50 100 150 200 Kilometers

# Logistics Common Operating Picture (LCOP)

Rule: Every Convoy Has Satellite Tracking

INMARSAT

Convoy Tracking



COSCOM Assault Command Post

Requirements

24 CSG

DMAIN

VC TAC

DREAR

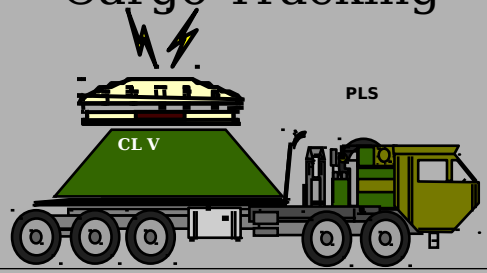
11AHR

MA

4 BDE

Iridium Phones

Cargo Tracking




Rule: All Cargo Is RF Ragged

# Logisti… Common Operating …ture (LCOP)

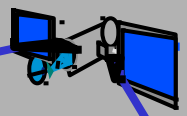
The Plan

Murphy Strikes …

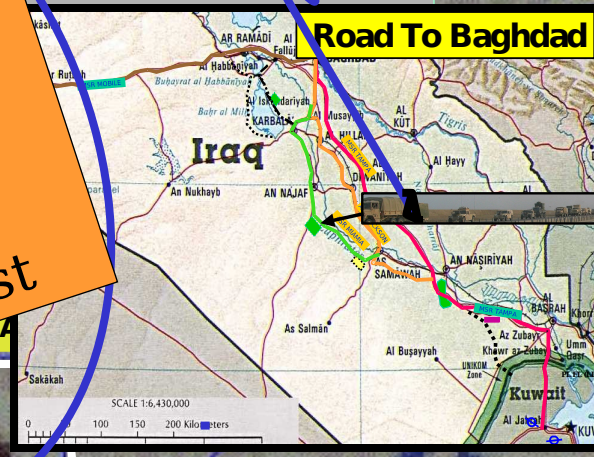
- RF Tags not Installe… ot Burn
- RF Readers not Installed
- RF Readers Break….no Main…
- RF Read Sites Attacked
- No Portable RF Readers
- Iridium Phones for Voice Reporting Don't Work
- Terrestrial Comms Not Established or Overloaded

*Bottomline*: Cargo Intransit Visibility Lost

…oy Tracking



Ass…

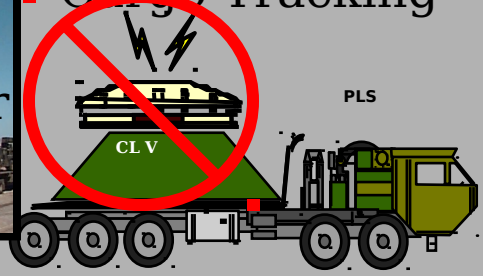



4 BDE

Iridium Phones

…Visibility Origin To Destination

Cargo Tracking



# Logistics Common Operating Picture (LCOP)

tellite Tracking….Our Planned "Back Up" System
is now our "Primary" ….. and Only System!

## Defense Transportation Tracking System (DTRACS)

Ku Band

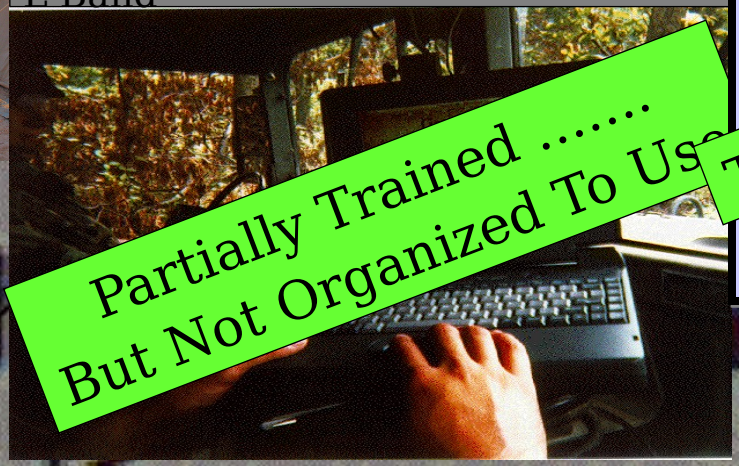
Vehicle

Sate

Lap Top

## Movement Tracking System (MTS)

L Band



Partially Trained …….
But Not Organized To Use

Trained & Organized To Use

In war, many roads lead to success.
Karl von Clauswitz

# Log Scorecard (6 Weeks) :

- Fuel Issue[illegible] M G
- Ammo Issu[illegible]
- Capt[illegible]

One Clear Message To The World

On Our Logistics Capability !

- [illegible] 27 M Gal
- H2O Issued – 2.2 M Cases
- MREs Issued – 1.2 M Cases
- Repair Parts Issued - $1.1B
- Miles Driven - 14 M Miles
- Cargo Moved – 250K Tons
- Contracts Planned - $1.4B

Tyranny Overthrown, Priceless

# Iraq’s Future